



EMPLOYEES ATTITUDE TOWARDS WORK - A CASE STUDY

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ABSTRACT

Purpose: Employees attitude is very important role of every organisation because it includes staff from various categories. A large amount of infrastructure, maintenance work, risk management. Accidental control priorities. Employees play a crucial part in the production centre. Employees are involved in production care, material care, administrative care. Employees attitude is crucial for training centre because it influences both the product care quality and students satisfaction.

Design/methodology/approach: The proposed study is designed to evaluate Employees Attitude Towards Workplace at Government Tool Room & Training Centre (GTTC) Mysore. A survey method of research with a structured questionnaire is used to collect the primary data from 44 employees at the Mysore Centre. Non-probability sampling method, a Judgemental or purposive method of sampling is adopted for the study.

Descriptive statistics, followed by the F test and Analysis of Variance (ANOVA) at a 95 level of confidence are used to evaluate Employees Attitude and job satisfaction.

Findings/Result: From the study it is concluded that employee's attitude as well as job satisfaction among the employees of GTTC are at its infant stage of development.

Originality: The research study is based on the conceptual model related to employees attitude, organizational culture, best human resource practices, and Employee job satisfaction as the outcome, with a specific case analysis of GTTC Mysore.

KEYWORDS: Employees Attitude, Job Satisfaction, Employees Performance, Training Centre, Job-Commitment.

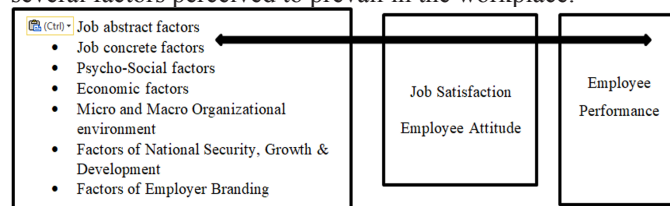
INTRODUCTION

Employee attitude is the positive or negative display of motivation are employee shows. It can be display toward individual job duties, products or services, coworkers or management, or the organisation as a whole in the workplace.

Attitudes reflect how one feels about something. Attitude affects behaviour either positively or negatively. It also affects perception and in turn, behaviour. According to Munn, attitudes are learned predispositions towards aspects of our environment. They are positively or negatively directed towards certain people, service or institutions. Work attitude realties to how you feel about your work and your approach towards work. Hence, work attitude behaviour is intangible attitude helps a person to know his person towards his work. The positive attitudes at work are a subconscious transfer of feelings. Work attitude involve job satisfaction, job involvement and organizational commitments. The aim of the study is to identify the impact of employees attitude in the development of the organization and to explore the commitment of the workers towards their organization.

Job satisfaction is an important factor in an industrial environment. The satisfied workers produce more and wherefrom; the industrial climate is relatively smooth and conducive. Satisfied workers are creative and innovative. The factors that contribute to positive morale and attitude would also lead to a higher degree of workplace happiness.

It is well discovered that Job satisfaction is the most considerable factor in understanding worker motivation, effectiveness, retention, and performance. It's a pleasurable, positive state resulting from one's job and job experiences. The conceptual model of job satisfaction is depicted as the combination of several factors perceived to prevail in the workplace.



**Figure: 1 Conceptual model of Employee Attitude
(Developed by the researcher)**

The predictors of an engaged and happy employee are the outcome of employee job satisfaction and the Attitude towards the designated roles.

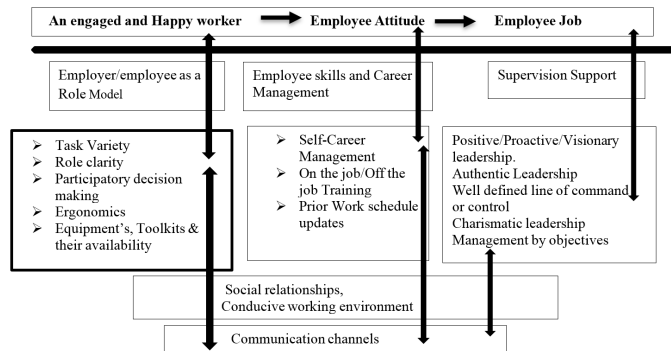


Figure:2 Conceptual Model of Employees Attitude (Developed by the Researcher)

The conceptual model supports that the most-used research definition of job satisfaction is by Locke [9] (1976) who defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. The proposed model further strengthens the conceptual relationship between QWL (Quality of work life) performance on the job and the job satisfaction of the employees at the workplace, which may be further used to derive the “Job Wellness quotient on individual employee”.

2. LITERATURE REVIEW

2.1 Related Works

Employee attitude towards at work place is an important aspect for both employees and organisations since it reflects how much employees enjoy or value their workplace.

S. No.	Research Topic	Research Focus	Reference
1.	Employee attitudes and Job satisfaction	The researchers clearly state that Happy employees are productive employees. Workplace happiness is an attitude among the employees which is the result of job satisfaction. However, the concept of workplace happiness and job satisfaction are the two complex components influenced by a diverse set of factors such as Cultural Influences, Work Situation Influences, Organisational leadership, Job-performance, and organizational environment.	Lise M. Saari and Timothy A. Judge, (2004). [8]
2.	Job attributes and work attitudes	The study concentrates on teamwork, and perceptions of job characteristics such as autonomy and complexity form the variables which impact on attitudes of employees at the workplace. From the study, it is revealed that Teamwork, communication coordination, and Organizational integrity are the variables that can positively influence Employee Attitudes toward job satisfaction.	Semra F. Ascigil (2006). [3]

3.	A study on employees attitude towards the organisation and job satisfaction	It is illustrated that employee attitude is a kind of psychological phenomenon, which is a combination of sociology, psychology, and organizational communication & leadership. The study states that employee job satisfaction is primarily a function of employee attitude at the workplace. The employee attitude at the workplace is driven by the Physical and Mental Health of the employees, followed by Job Involvement, Organizational Commitment, and consistency at the workplace.	Alok Kumar Srivastav and Priyanka Das (2013). [1]
4.	Impact of Employee Work-Related Attitudes on Job Performance	The study emphasizes that “A happy worker is a productive worker”. Attitude has a direct impact on the work performance of an employee. The study is based on the conceptual, addressing the following variables.	Habeeb U. R. Rahman and Rashmi Kodikal (2017). [5]

Table 1: Literature review summary

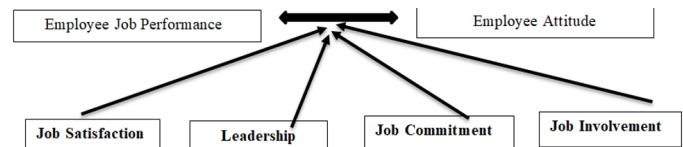


Figure: 3 Conceptual Model of Employee Attitude.

The study reveals that among all the four variables Job involvement and Job commitment are highly decisive in assessing Employee Job Performance and Employee Attitude.

5.	Employee Attitude towards Organisational Commitment. The literature survey	A literature Survey on “supports that Organisations are trying their level best to hire a highly efficient workforce to meet the growing demands, certain attributes like Attitudes and Commitment towards organizational excellence. The study identifies that Employee Attitude is based on conceptual theories like classical conditioning theory, Cognitive Consistency Theories, Cognitive Dissonance Theory, Functional Approach Theory, Bem’s Self-perception Theory, Social Judgement Theory, and Social Learning theory. The extensive reviews and surveys revealed that if the component of commitment is less among the employees, there will be major issues related to human resources in any organization. Absenteeism and labour turnover are seen as major problem faced, which needs to be handled with precision, as they will impact performance and Absenteeism adversely influences employee attitude.	Zeena Flavia D’souza and Suresh Poojary (2018). [15]
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6.	A study on Employees' attitudes toward organizational change working in its sectors	<p>The study is concerned with the relationship between organizational change and employee attitude among the employees of IT sectors. Organizational Change refers to the process of the overall transformational process of OD (organizational development) interventions in the interest of strengthening the economic performing indicators like innovations, new product development, and market expansion or diversification.</p> <p>Kurt-Levins' three-step change management concept is used in the study (Unfreezing Change, and Refreezing), based on force field theory. From the study, it is found that the change management initiatives like downsizing incentives cuts, and cross-cultural pieces of training get adjusted with the company's vision, and mission policy statements.</p>	Annai Amala Vidya (2018). [2]
7.	Factors Influencing Employee Attitudes Toward Organizational Change	The study attempts to inter-link Organizational Change, Organizational Development, and Employee Attitudes toward building a better workplace. The study concludes that employee attitudes toward organizational change are influenced by several factors. The factors influencing employee attitudes towards organizational change can be categorized into two major groups, namely intrinsic (work-related values, Self-efficacy, and performance appraisal) and extrinsic factors (Co-worker's communication channels, Organisational leadership, and Image)	Kamarul Arifin (2019). [6]
8.	The effect of employee work-related attitudes on employee Job Performance	The study conveys that Work-related attitudes and the performance of organizations are essential developmental studies in various service industries. From the study, it is found that there is a positive relationship between job satisfaction and job performance, organizational commitment and job performance, job involvement and job performance & work-related attitudes on job performance.	Fidelis Ejeh Abba (2019). [4]
9.	A study on Employee Attitude in the workplace and its relationship with Organizational outcomes with special reference to the Iron and steel industries	The study emphasizes that Human resources have been the most essential and decisive element that affect the organization's efforts to achieve success and accomplish its goals. Human resources are an asset that needs to be fostered and maintained for achieving organizational goals along with the utilization of other resources. Fostering the employee attitude is the only way to make human resources flourish in the organization. Attitude as well as organizational commitment, is defined as the degree of the employee to identify oneself as a part of a particular organization and its goals by maintaining membership in the organization. From the study, it is found that there exists a significant relationship between the attitude of employees and organizational commitment.	Sumona Das and S.A. Haider (2020). [12]
10.	The relationship between employee attitudes to change in the organization and job performance.	It is imminent for organizations to adapt to the emerging challenges in the form of the latest technologies, reskilling as well as up skilling employees. The study found that the development of employee attitudes is a pertinent stage of organizational change, change for a better future and prosperity. Organizational success is predominantly the derivative of employee attitudes and organizational learning and commitment toward holistic success. The study identifies three major dimensions of employee attitudes, Cognitive component, Affective component, and Behavioural component. From the study, it is revealed that the employees having positive intentions towards organizational change management, largely determines the organizational commitment, performance, and the positive attitude towards work culture.	Viktorija Sarkauskaitė, & Loreta Bukšnytė-Marmienė (2020). [14]

11.	A study on employees' attitudes towards the organization	<p>The study identified four major factors of employee attitude:</p> <ul style="list-style-type: none"> Attitudes affect the behaviour of an individual by putting him ready to respond favourably to things in his environment Attitudes are acquired through learning over some time Attitudes are invisible as they constitute a psychologized phenomenon that cannot be observed directly Attitudes are pervasive and every individual has some kind of attitude towards the objects in his environment. <p>From the study, it is found that Job Security and a participative style of management are the potential tools to fine-tune the employee attitude.</p>	K. Tejaswini and D. Kavitha (2020). [7]
12.	The Impact of Employee Attitude On Productivity and Performance among the employees of the steel industry in India	Employee attitude is served to be a key concern among all the sectors of Industry both manufacturing and Service. Employee attitude may depend on different constraints like work environment, training, remuneration, job security, employee satisfaction, and fairness of treatment, etc. which can cause the individuals to work at different rates, thus affecting the overall performance and productivity of an organization. From the study, it is found that the variables like work commitment, job satisfaction, motivation and development of human resource strategies, and employees' negative behaviours and attitude toward the surrounding work environment would have a significant impact on the productivity and performance of the organization.	Sumona Das and Dr.S.A. Haider (2021). [13]
13.	How effective communication improves employee's attitudes and organisational performance	The study highlights that effective communication is the prime cause of employee attitudes and organizational performance. It is stated that the strategies which can build effective communication can shape and transform employee attitudes. The study highlights that Integrated Communication, employee attraction, the building of positive attitudes, Taking care of mental health, and stress management at the workplace will transform organizations into better places to work.	Nurbarirah Ahmad, Muhammad. et.al (2022). [10]

14	Attitude of employees towards monetary and non-monetary rewards and their impact on motivation and turnover.	The study reveals that monetary rewards have a positive relationship with the retention of the employee in the organization and also enhance the motivation of employees. There are two or three major determinants that affect employee attitude, i.e. employee retention, employee turnover, and employee motivation.	Qadir Khan, Gul Rukh, and Hamid Mehmood Khan (2023). [11]
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3. NEED FOR THE STUDY

The need of the study is to verify the macroscopic conception of HR analytics related to employee attitude to the microscopic applications to the specific case of GTTC- employees at Mysore. The need and significance of the study are attributed to verifying the following research questions about GTTC-Mysore.

- Employee attitude is an important predictor of organizational performance
- Extrinsic and intrinsic factors help to maintain an able and willing workforce.
- The proposed research study may be useful to the management of the company to know the Employee attitudes at the workplace and they can take measures to increase productivity.

4. OBJECTIVES

Objective 1: To study the demographic profile of GTTC employees

Objective 2: To analyze the factors affecting employee attitudes

5. METHODOLOGY:

The proposed research study is a case study dedicated to the employees of GTTC-Mysore. The study is empirical with a questionnaire survey designed to assess Employee Attitudes and job satisfaction. The data is primary. The sample size of the survey is 44 (GTTC employees), based on judgmental or purposive sampling technique (Non-probability sampling method). The survey was conducted during February, March, and April of 2023.

The variables related to communication, the impact of teamwork, Organizational work culture, rewards, recognition, Tools, and Training followed by holistic employee behaviour Employee attitude are measured by a 5-point Likert scale as mentioned in the questionnaire.

6. LIMITATIONS OF THE STUDY:

Although the above are the findings, the limitations of the study are as follows:

- The GTTC Employee's data collection was very difficult due to their non-availability during duty hours.
- The study can be performed including all the employees in the organisation.

7. SCOPE FOR FURTHER RESEARCH:

The study can include employees from other organizations rather than one unit of training centre only and inferential

statistical analysis to arrive at a relationship between the factors influencing employee's attitudes. Further, the study could be done other training centres all over the Karnataka state (GTTC) employee's attitude.

8. FINDINGS, RESULTS, AND ANALYSIS.

HR analytics has strong evidence to claim that there is a significant relationship between Employee behavior, Employee attitude, and the organizational work culture. Some of the areas of attitudes that a person in the world of work is concerned with are superiors, subordinates, peers, supervision, pay, benefits, promotions, or anything that leads to trigger positive or negative reactions. These attitudes reflect a particular person's likes and dislikes toward

Objective 1: To study the Demographic Profile of GTTC Employees

Gender	Frequency	Percentage
Male	41	93.2
Female	3	6.8
Total	44	100.0

Table no: 1

Educational Qualification	Frequency	Percentage
Secondary school	2	4.5
PUC	4	9.1
Degree/ Diploma	27	61.4
Post-Graduation	7	15.9
Other	4	9.1
Total	44	100.0

Table no: 2

Length of service	Frequency	Percentage
Less than 5 years	3	6.8
5-10 years	1	2.3
10-15 years	1	2.3
15-20 years	2	4.5
Above 20 years	37	84.1

Demographic Profile		Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree	Total	Mean	SD
Male	F	0	29	0	2	10	41	2.53	0.86
	%	0.0	65.9	0.0	4.5	22.7	93.2		
Female	F	0	3	0	0	0	3	2.00	0.0
	%	0.0	6.8	0.0	0.0	0.0	6.8		
Total	F	0	32	0	2	10	44	2.27	0.43
	%	0.0	72.7	0.0	4.5	22.7	100.0		
Secondary school	F	0	2	0	0	0	2	2.00	0.0
	%	0.0	4.5	0.0	0.0	0.0	4.5		
PUC	F	0	4	0	0	0	4	2.00	0.0
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Degree/ Diploma	F	0	17	0	1	9	27	2.70	0.95
	%	0.0	38.6	0.0	2.3	20.5	61.4		

Total	44	100.0
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Table no: 3

Length of service	Frequency	Percentage
25-30 years	1	2.3
31-35 years	1	2.3
41-45 years	7	15.9
Above 45 years	35	79.5
Total	44	100.0

Table no: 4

Table no. 1,2,3,4 shows the demographic profile of the data. Gender, Education Qualification, length of service, and Age group are considered for the study of demographic variables. It is revealed that 93.2 of the employees are male with 61.4 of the employee's Degree/ Diploma educational qualification, followed by 15.9 of Post-Graduation and 9.1 with PUC. The majority of the employees are highly experienced, more than 20 years (84.1) and 79.5 of the employees are middle age group (more than 45 years), followed by 41-45 years 15.9.

Objective 2: To analyze the factors affecting employee attitude

Hypothesis:

H (0): There is no significant difference among factors affecting employee attitude.

H (1): There is a significant difference among factors affecting employee attitude.

The above objective is designed to analyze factors affecting employee attitude. The concept of employee attitude is analyzed by using the variables such as communication between employer and employee, Teamwork, Physical work conditions & infrastructure facilities, performance evaluation, career growth, work culture, Rewards, and Favourable Employee Attitude are considered for the analysis as segregated based on the demographic factors. Parametric measures like mean, SD, and ANOVA (F test) are computed to verify the stated hypothesis.

Post-Graduation	F	0	6	0	0	1	7	2.29	0.76
	%	0.0	13.6	0.0	0.0	2.3	15.9		
Others	F	0	3	0	1	0	4	2.25	0.50
	%	0.0	6.8	0.0	2.3	0.0	9.1		
Total	F	0	32	0	2	10	44	2.25	0.44
	%	0.0	72.7	0.0	4.5	22.7	100.0		
Less than 5 years (Length of service)	F	0	3	0	0	0	3	2.00	0.00
	%	0.0	6.8	0.0	0.0	0.0	6.8		
5-10 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
10-15 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
15-20 years	F	0	2	0	0	0	2	2.00	0.00
	%	0.0	4.5	0.0	0.0	0.0	4.5		
Above 20 years	F	0	25	0	2	10	37	2.59	0.90
	%	0.0	56.8	0.0	4.5	22.7	84.1		
Total	F	0	32	0	2	10	44	2.12	0.18
	%	0.0	72.7	0.0	4.5	22.7	100.0		
25-30 years (Age)	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
31-35 years	F	0	0	0	1	0	1	3.00	0.00
	%	0.0	0.0	0.0	2.3	0.0	2.3		
41-45 years	F	0	4	0	0	3	7	2.86	1.07
	%	0.0	9.1	0.0	0.0	6.8	15.9		
Above 45 years	F	0	27	0	1	7	35	2.43	0.81
	%	0.0	61.4	0.0	2.3	15.9	79.5		
Total	F	0	32	0	2	10	44	2.57	0.47
	%	0.0	72.7	0.0	4.5	22.7	100.0		
								2.29	0.37

Table: 5. There is a Two-way communication between Employer & Employee

Table no.5 reveals that across the various demographic set of factors such as gender, Education qualification, Length of service, and age groups the employees state that there is a moderate Two-way communication between Employer & Employee. (27.2%). The aggregate mean score is 2.29 with 0.37 of SD, which indicates that there is a lacuna for a highly conducive environment for two communication between Employer & Employee in the organization.

Demographic Profile		Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree	Total	Mean	SD
Male	F	0	30	0	2	9	41	2.49	0.84
	%	0.0	68.2	0.0	4.5	20.5	93.2		
Female	F	0	3	0	0	0	3	2.00	0.00
	%	0.0	6.8	0.0	0.0	0.0	6.8		
Total	F	0	33	0	2	9	44	2.25	0.42
	%	0.0	75.0	0.0	4.5	20.5	100.0		
Secondary school	F	0	2	0	0	0	2	2.00	0.0
	%	0.0	4.5	0.0	0.0	0.0	4.5		
PUC	F	0	3	0	0	1	4	2.50	1.0
	%	0.0	6.8	0.0	0.0	2.3	9.1		
Degree/ Diploma	F	0	17	0	2	8	27	2.67	0.92
	%	0.0	38.6	0.0	4.5	18.2	61.4		
Post-Graduation	F	0	7	0	0	0	7	2.00	0.00
	%	0.0	15.9	0.0	0.0	0.0	15.9		

Others	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Total	F	0	33	0	2	9	44	2.23	0.38
	%	0.0	75.0	0.0	4.5	20.5	100.0		
Less than 5 years (Length of service)	F	0	3	0	0	0	3	2.00	0.00
	%	0.0	6.8	0.0	0.0	0.0	6.8		
5-10 years	F	0	0	0	0	1	1	4.00	0.00
	%	0.0	0.0	0.0	0.0	2.3	2.3		
10-15 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
15-20 years	F	0	2	0	0	0	2	2.00	0.00
	%	0.0	4.5	0.0	0.0	0.0	4.5		
Above 20 years	F	0	27	0	2	8	37	2.49	0.84
	%	0.0	61.4	0.0	4.5	18.2	84.1		
Total	F	0	33	0	2	9	44	2.50	0.17
	%	0.0	75.0	0.0	4.5	20.5	100.0		
25-30 years (Age)	F	0	0	0	0	1	1	4.00	0.00
	%	0.0	0.0	0.0	0.0	2.3	2.3		
31-35 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
41-45 years	F	0	5	0	0	2	7	2.57	0.98
	%	0.0	11.4	0.0	0.0	4.5	15.9		
Above 45 years	F	0	27	0	2	6	35	2.40	0.77
	%	0.0	61.4	0.0	4.5	13.6	79.5		
Total	F	0	33	0	2	9	44	2.74	0.44
	%	0.0	75.0	0.0	4.5	20.5	100.0		
								2.44	0.34

Table: 6. There is Good Teamwork in my organization

Table no.6 reveals that across the various demographic set of factors such as gender, Education qualification, Length of service, and age groups the employees state that there is moderate teamwork in the organization. (25%). The aggregate mean score is 2.44 with 0.34 of SD, which indicates that teamwork in the organization needs to be harnessed and nurtured to improve the employer-employee relationship.

Demographic Profile		Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree	Total	Mean	SD
Male	F	0	32	0	1	8	41	2.41	0.81
	%	0.0	72.7	0.0	2.3	18.2	93.2		
Female	F	0	2	0	1	0	3	2.33	0.58
	%	0.0	4.5	0.0	2.3	0.0	6.8		
Total	F	0	34	0	2	8	44	2.37	0.70
	%	0.0	77.3	0.0	4.5	18.2	100.0		
Secondary school	F	0	2	0	0	0	2	2.00	0.00
	%	0.0	4.5	0.0	0.0	0.0	4.5		
PUC	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Degree/ Diploma	F	0	18	0	2	7	27	2.59	0.89
	%	0.0	40.9	0.0	4.5	15.9	61.4		
Post-Graduation	F	0	6	0	0	1	7	2.29	0.76
	%	0.0	13.6	0.0	0.0	2.3	15.9		
Others	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		

Total	F	0	34	0	2	8	44	2.18	0.33
	%	0.0	77.3	0.0	4.5	18.2	100.0		
Less than 5 years (Length of service)	F	0	3	0	0	0	3	2.00	0.00
	%	0.0	6.8	0.0	0.0	0.0	6.8		
5-10 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
10-15 years	F	0	0	0	1	0	1	3.00	0.00
	%	0.0	0.0	0.0	2.3	0.0	2.3		
15-20 years	F	0	2	0	0	0	2	2.00	0.00
	%	0.0	4.5	0.0	0.0	0.0	4.5		
Above 20 years	F	0	28	0	1	8	37	2.46	0.84
	%	0.0	63.6	0.0	2.3	18.2	84.1		
Total	F	0	34	0	2	8	44	2.29	0.17
	%	0.0	77.3	0.0	4.5	18.2	100.0		
25-30 years (Age)	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
31-35 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
41-45 years	F	0	6	0	0	1	7	2.29	0.76
	%	0.0	13.6	0.0	0.0	2.3	15.9		
Above 45 years	F	0	26	0	2	7	35	2.46	0.82
	%	0.0	59.1	0.0	4.5	15.9	79.5		
Total	F	0	34	0	2	8	44	2.19	0.40
	%	0.0	77.3	0.0	4.5	18.2	100.0		
								2.24	0.35

Table 7: Physical work conditions/ infrastructures Resources provided by the organization are satisfying like Hygiene, Workplace, Lighting & Fans, Power supply

Table no.7 reveals that across the various demographic set of factors such as gender, Education qualification, Length of service, and age groups the employees state that Physical work conditions/ infrastructure facilities are not supportive to promote better work culture in the organization. The aggregate mean score is 2.24 with 0.35 of SD, which indicates that work conditions/ infrastructure facilities need to be harnessed and nurtured to improve the employer-employee relationship.

Demographic Profile		Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree	Total	Mean	SD
Male	F	0	28	0	3	10	41	2.56	0.87
	%	0.0	63.6	0.0	6.8	22.7	93.2		
Female	F	0	3	0	0	0	3	2.00	0.00
	%	0.0	6.8	0.0	0.0	0.0	6.8		
Total	F	0	31	0	3	10	44	2.28	0.44
	%	0.0	70.5	0.0	6.8	22.7	100.0		
Secondary school	F	0	0	0	1	1	2	3.50	0.71
	%	0.0	0.0	0.0	2.3	2.3	4.5		
PUC	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Degree/ Diploma	F	0	17	0	1	9	27	2.70	0.95
	%	0.0	38.6	0.0	2.3	20.5	61.4		
Post-Graduation	F	0	6	0	1	0	7	2.14	0.38
	%	0.0	13.6	0.0	2.3	0.0	15.9		
Others	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Total	F	0	31	0	3	10	44	2.47	0.41
	%	0.0	70.5	0.0	6.8	22.7	100.0		

Less than 5 years (Length of service)	F	0	3	0	0	0	3	2.00	0.00
	%	0.0	6.8	0.0	0.0	0.0	6.8		
5-10 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
10-15 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
15-20 years	F	0	1	0	0	1	2	3.00	1.41
	%	0.0	2.3	0.0	0.0	2.3	4.5		
Above 20 years	F	0	25	0	3	9	37	2.57	0.87
	%	0.0	56.8	0.0	6.8	20.5	84.1		
Total	F	0	31	0	3	10	44	2.31	0.46
	%	0.0	70.5	0.0	6.8	22.7	100.0		
25-30 years (Age)	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
31-35 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
41-45 years	F	0	4	0	1	2	7	2.71	0.95
	%	0.0	9.1	0.0	2.3	4.5	15.9		
Above 45 years	F	0	25	0	2	8	35	2.51	0.85
	%	0.0	56.8	0.0	4.5	18.2	79.5		
Total	F	0	31	0	3	10	44	2.30	0.45
	%	0.0	70.5	0.0	6.8	22.7	100.0		
								2.35	0.44

Table: 8. I think my performance is evaluated fairly

Table no.8 reveals that across the various demographic set of factors such as gender, Education qualification, Length of service and age groups the employees state that performance evaluation is moderately benefitting the employees in the organization (29.3%). The aggregate mean score is 2.35 with 0.44 of SD, which indicates that performance evaluation is moderately helping the performance of employees in the organization.

Demographic Profile		Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree	Total	Mean	SD
Male	F	0	26	0	6	9	41	2.59	0.84
	%	0.0	59.1	0.0	13.6	20.5	93.2		
Female	F	0	2	0	0	1	3	2.67	1.15
	%	0.0	4.5	0.0	0.0	2.3	6.8		
Total	F	0	28	0	6	10	44	2.63	1.00
	%	0.0	63.6	0.0	13.6	22.7	100.0		
Secondary school	F	0	2	0	0	0	2	2.00	0.00
	%	0.0	4.5	0.0	0.0	0.0	4.5		
PUC	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Degree/ Diploma	F	0	14	0	4	9	27	2.81	0.92
	%	0.0	31.8	0.0	9.1	20.5	61.4		
Post-Graduation	F	0	4	0	2	1	7	2.57	0.79
	%	0.0	9.1	0.0	4.5	2.3	15.9		
Others	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Total	F	0	28	0	6	10	44	2.28	0.34
	%	0.0	63.6	0.0	13.6	22.7	100.0		
Less than 5 years (Length of service)	F	0	1	0	1	1	3	3.00	1.00
	%	0.0	2.3	0.0	2.3	2.3	6.8		

5-10 years	F	0	0	0	0	1	1	4.00	0.00
	%	0.0	0.0	0.0	0.0	2.3	2.3		
10-15 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
15-20 years	F	0	1	0	0	1	2	3.00	1.41
	%	0.0	2.3	0.0	0.0	2.3	4.5		
Above 20 years	F	0	25	0	5	7	37	2.51	0.80
	%	0.0	56.8	0.0	11.4	15.9	84.1		
Total	F	0	28	0	6	10	44	2.90	0.64
	%	0.0	63.6	0.0	13.6	22.7	100.0		
25-30 years (Age)	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
31-35 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
41-45 years	F	0	6	0	0	1	7	2.29	0.76
	%	0.0	13.6	0.0	0.0	2.3	15.9		
Above 45 years	F	0	20	0	6	9	35	2.69	0.87
	%	0.0	45.5	0.0	13.6	20.5	79.5		
Total	F	0	28	0	6	10	44	2.25	0.41
	%	0.0	63.6	0.0	13.6	22.7	100.0		
								2.51	0.55

Table: 9. My job gives me career growth in future

Table no.9 reveals that across the various demographic set of factors such as gender, Education qualification, Length of service, and age groups the employees state that the job offers more opportunities for career growth for the employees in the organization (34.3%). The aggregate mean score is 2.51 with 0.55 SD, which indicates that the organization is keen on supporting career growth and its prospects.

Demographic Profile		Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree	Total	Mean	SD
Male	F	0	31	0	3	7	41	2.41	0.77
	%	0.0	70.5	0.0	6.8	15.9	93.2		
Female	F	0	2	0	1	0	3	2.33	0.58
	%	0.0	4.5	0.0	2.3	0.0	6.8		
Total	F	0	33	0	4	7	44	2.37	0.68
	%	0.0	75.0	0.0	9.1	15.9	100.0		
Secondary school	F	0	1	0	0	1	2	3.00	1.41
	%	0.0	2.3	0.0	0.0	2.3	4.5		
PUC	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Degree/ Diploma	F	0	19	0	2	6	27	2.52	0.85
	%	0.0	43.2	0.0	4.5	13.6	61.4		
Post-Graduation	F	0	5	0	2	0	7	2.29	0.49
	%	0.0	11.4	0.0	4.5	0.0	15.9		
Others	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Total	F	0	33	0	4	7	44	2.36	0.55
	%	0.0	75.0	0.0	9.1	15.9	100.0		
Less than 5 years (Length of service)	F	0	2	0	0	1	3	2.67	1.15
	%	0.0	4.5	0.0	0.0	2.3	6.8		
5-10 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		

10-15 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
15-20 years	F	0	2	0	0	0	2	2.00	0.00
	%	0.0	4.5	0.0	0.0	0.0	4.5		
Above 20 years	F	0	27	0	4	6	37	2.43	0.77
	%	0.0	61.4	0.0	9.1	13.6	84.1		
Total	F	0	33	0	4	7	44	2.22	0.38
	%	0.0	75.0	0.0	9.1	15.9	100.0		
25-30 years (Age)	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
31-35 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
41-45 years	F	0	3	0	1	3	7	3.00	1.00
	%	0.0	6.8	0.0	2.3	6.8	15.9		
Above 45 years	F	0	28	0	3	4	35	2.31	0.68
	%	0.0	63.6	0.0	6.8	9.1	79.5		
Total	F	0	33	0	4	7	44	2.32	0.42
	%	0.0	75.0	0.0	9.1	15.9	100.0		
								2.31	0.49

Table: 10 As a whole, am satisfied with the work culture

Table no.10 reveals that across the various demographic set of factors such as gender, Education qualification, Length of service, and age groups the employees state that the employees are moderately satisfied with the work culture (26%). The aggregate mean score is 2.31 with 0.49 of SD, which indicates that the employees are moderately satisfied with the work culture of the organization.

Demographic Profile		Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree	Total	Mean	SD
Male	F	7	23	0	10	1	41	2.12	0.71
	%	15.9	52.3	0.0	22.7	2.3	93.2		
Female	F	1	2	0	0	0	3	1.67	0.58
	%	2.3	4.5	0.0	0.0	0.0	6.8		
Total	F	8	25	0	10	1	44	1.89	0.65
	%	18.2	56.8	0.0	22.7	2.3	100.0		
Secondary school	F	0	1	0	1	0	2	2.50	0.71
	%	0.0	2.3	0.0	2.3	0.0	4.5		
PUC	F	1	3	0	0	0	4	1.75	0.50
	%	2.3	6.8	0.0	0.0	0.0	9.1		
Degree/ Diploma	F	6	14	0	6	1	27	2.07	0.78
	%	13.6	31.8	0.0	13.6	2.3	61.4		
Post-Graduation	F	1	3	0	3	0	7	2.29	0.76
	%	2.3	6.8	0.0	6.8	0.0	15.9		
Others	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Total	F	8	25	0	10	1	44	2.12	0.55
	%	18.2	56.8	0.0	22.7	2.3	100.0		
Less than 5 years (Length of service)	F	1	1	0	1	0	3	2.00	1.00
	%	2.3	2.3	0.0	2.3	0.0	6.8		
5-10 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
10-15 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
15-20 years	F	0	2	0	0	0	2	2.00	0.00
	%	0.0	4.5	0.0	0.0	0.0	4.5		

Above 20 years	F	7	20	0	9	1	37	2.11	0.74
	%	15.9	45.5	0.0	20.5	2.3	84.1		
Total	F	8	25	0	10	1	44	2.02	0.35
	%	18.2	56.8	0.0	22.7	2.3	100.0		
25-30 years (Age)	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
31-35 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
41-45 years	F	1	4	0	2	0	7	2.14	0.69
	%	2.3	9.1	0.0	4.5	0.0	15.9		
Above 45 years	F	7	19	0	8	1	35	2.09	0.74
	%	15.9	43.2	0.0	18.2	2.3	79.5		
Total	F	8	25	0	10	1	44	2.06	0.36
	%	18.2	56.8	0.0	22.7	2.3	100.0		
								2.04	0.46

Table: 11. I am rewarded for the quality of my efforts

Table no.11 reveals that across the various demographic set of factors such as gender, Education qualification, Length of service, and age groups the employees state that the employees are not rewarded for the quality of their efforts while performing on the job. The aggregate mean score is 2.04 with 0.46 of SD, which indicates that the employees are not rewarded for the quality of their efforts.

Demographic Profile		Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree	Total	Mean	SD
Male	F	4	31	0	5	1	41	2.07	0.57
	%	9.1	70.5	0.0	11.4	2.3	93.2		
Female	F	0	3	0	0	0	3	2.00	0.00
	%	0.0	6.8	0.0	0.0	0.0	6.8		
Total	F	4	34	0	5	1	44	2.04	0.29
	%	9.1	77.3	0.0	11.4	2.3	100.0		
Secondary school	F	0	1	0	1	0	2	2.50	0.71
	%	0.0	2.3	0.0	2.3	0.0	4.5		
PUC	F	1	2	0	1	0	4	2.00	0.82
	%	2.3	4.5	0.0	2.3	0.0	9.1		
Degree/ Diploma	F	3	20	0	3	1	27	2.07	0.62
	%	6.8	45.5	0.0	6.8	2.3	61.4		
Post-Graduation	F	0	7	0	0	0	7	2.00	0.00
	%	0.0	15.9	0.0	0.0	0.0	15.9		
Others	F	0	4	0	0	0	4	2.00	0.00
	%	0.0	9.1	0.0	0.0	0.0	9.1		
Total	F	4	34	0	5	1	44	2.11	0.43
	%	9.1	77.3	0.0	11.4	2.3	100.0		
Less than 5 years (Length of service)	F	0	3	0	0	0	3	2.00	0.00
	%	0.0	6.8	0.0	0.0	0.0	6.8		
5-10 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
10-15 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
15-20 years	F	0	2	0	0	0	2	2.00	0.00
	%	0.0	4.5	0.0	0.0	0.0	4.5		
Above 20 years	F	4	27	0	5	1	37	2.08	0.60
	%	9.1	61.4	0.0	11.4	2.3	84.1		
Total	F	4	34	0	5	1	44	2.02	0.12
	%	9.1	77.3	0.0	11.4	2.3	100.0		

25-30 years (Age)	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
31-35 years	F	0	1	0	0	0	1	2.00	0.00
	%	0.0	2.3	0.0	0.0	0.0	2.3		
41-45 years	F	1	6	0	0	0	7	1.86	0.38
	%	2.3	13.6	0.0	0.0	0.0	15.9		
Above 45 years	F	3	26	0	5	1	35	2.11	0.58
	%	6.8	59.1	0.0	11.4	2.3	79.5		
Total	F	4	34	0	5	1	44	1.99	0.25
	%	9.1	77.3	0.0	11.4	2.3	100.0		
								2.04	0.27

Table: 12. Favorable Employee Attitude towards the work environment

Table no.12 reveals that across the various demographic set of factors such as gender, Education qualification, Length of service, and age groups the employees state that the employees do not have a favorable attitude towards the work environment. The aggregate mean score is 2.04 with 0.27 of SD, which indicates that the employees do not exhibit a favorable attitude towards the work environment.

Verification of Hypothesis

	Mean	SD	F Ratio	P Value	
There is a Two-way communication between Employer & Employee	2.29	0.37	0.70	0.60	H (0): Accepted H (1): Rejected
There is Good Teamwork in my organization	2.44	0.34	1.42	0.25	
Physical work conditions/ infrastructures Resources provided by the organization are satisfying like Hygiene, Workplace, Lighting & Fans, Power supply	2.24	0.35	0.56	0.69	
I think my performance is evaluated fairly	2.35	0.44	0.64	0.64	
My job gives me career growth in future	2.51	0.55	1.21	0.32	
As a whole, am satisfied with the work culture	2.31	0.49	0.36	0.83	
I am rewarded for the quality of my efforts	2.04	0.46	0.03	1.00	
Favorable Employee Attitude toward work environment	2.04	0.27	0.03	1.00	

Table no: 13. Assessment of Employee Attitude at Work place

Table no. 13 shows the Assessment of Employee Attitude at the Workplace as well as the verification of the hypothesis of no significant difference among factors affecting employee attitude.

9 DISCUSSION

From the study, it is found that Employee Attitude is a set of diverse variables, encompassing the work environment, work culture, teamwork, and communication, prospects for career growth, performance evaluation, rewards, and recognition. At GTTC employees are pretty good with the aspect of teamwork, better prospects for career growth in the future, and performance evaluation but the reward management system is not well appreciated by the employees. The hypothesis of no

significant difference among factors affecting employee attitude is tested by using ANOVA (F-test). The null hypothesis of no significant difference among factors affecting employee attitude is accepted. The testing of the hypothesis provides sufficient evidence to claim that there is no significant difference among factors that are used to assess employee attitude.

10. SUGGESTIONS

Based on the study it is suggested that,

1. GTTC organization should implement sound HR policies to build a skilled, motivated, and sustainable workforce to ensure long-lasting employee's attitude in the organization.
2. An effective appraisal system for improving the scope of job performance, recognition for the good jobs performed, and improved satisfaction towards the pay package to be developed in the organisation.

11. CONCLUSION

From the study, it is concluded that employee attitude as well as job satisfaction among the employees of GTTC are at its infancy stage of development. It seems that there is a long way to go to ensure high standards of HR policies to deliver the best of Employer-Employee relationship, incentive schemes, rewards, and a conducive working environment to nurture favourable employee attitudes towards the work environment and job satisfaction at the workplace.

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